



Departmental Business Plan and Outlook

Department Name: Planning and Zoning

Fiscal Years:

05-06

&

06-07

Plan Date: January 11, 2006

Approved by:

A handwritten signature in blue ink, reading "Diane O'Quinn Williams".

Diane O'Quinn Williams
Department Director

A handwritten signature in blue ink, reading "Bill Johnson".

Bill Johnson
Assistant County Manager

TABLE OF CONTENTS

EXECUTIVE SUMMARY Page 3

I. INTRODUCTION Page 6

Department Purpose/Mission Statement
Department Description
Organization and Staffing Levels
Fiscal Environment
Business Environment
Customer Feedback Plan
Critical Success Factors
Future Outlook

II. THE PLAN Page 18

Overview

Goals: Page 19

- **Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation**
- **Goal NU2: Empower the community by increasing the coordination with local, state, and federal entities.**
- **Goal NU6: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP).**
- **Goal HH5: Provide adequate, quality, and affordable housing, equitably throughout Miami-Dade County.**
- **Goal ES2: Enhance access to reliable information regarding services and County government issues.**

Outcomes: Page 20

- **NU1-1: Increased urban infill development and decreased urban sprawl**
- **NU1-2: Protection of viable agricultural and environmentally-sensitive lands**
- **NU1-3: Improved community design**
- **NU2-1: Strengthened bond between the community and Miami-Dade County government**

OUTCOMES CONTINUED

- **NU2-2: Improved community access to information and services**
- **NU3-3: Preservation of wetlands and environmentally valuable uplands**
- **NU6-1: Improved neighborhood roadways, sidewalks, drainage, and reduced flooding**
- **NU6-4: Integrated traffic calming in neighborhoods**
- **NU6-5: Safe, comfortable, and convenient pedestrian rights-of-way**
- **ES1-2: Conveniently accessed and easy-to-use services**
- **ES2-1: Easily accessible information regarding County services and programs**
- **HH5-1: Increased availability of affordable and special needs housing**

Charts

**Start after Page 20
(Pages 1-48)**

EXECUTIVE SUMMARY

Insert brief description of department here

The responsibilities of the Department of Planning and Zoning are to prepare and maintain the Comprehensive Development Master Plan (CDMP) and unincorporated area plans, prepare population projections, demographics and growth alternatives for the County, administer the zoning regulations for unincorporated Miami-Dade County and for those municipalities that have entered into service agreements with the County, prepare zoning recommendations, coordinate all concurrency management-related activities, review development plans for compliance with zoning regulations, issue certificates of use, administer impact fee programs, and provide technical support to Community Councils and Board of County Commissioners (BCC) at meetings for consideration of zoning and CDMP amendment applications. Insert high-level table of organization here with titles and relationships of major responsibility areas



Insert summary of major programs, initiatives or milestones to be achieved in the current and next fiscal year

- Completed processing of EAR –based amendments for BCC consideration. (Quarter 1 FY 05-06)
- Initiated April 05 cycle CDMP amendments including nine applications to expand Urban Development Boundary.
- Completed all necessary steps to implement the Naranja, Goulds and Princeton Community Urban Center plans.
- Initiated improvements in methodology to determine residential land supply/capacity to bring the information as current.
- Community Planning was recognized with the following awards: Florida Planning and Zoning Association's Award of Innovation (2005) and NACo 2005 Achievement Award.
- Conduct three charettes to develop area plans for neighborhoods. (FY 05-06 & 06-07)
- Continue to conduct feasibility studies for various technological improvements. (FY 05-06, 06-07)
- Continue to image critical records throughout the department. Transferred the imaging unit under the Zoning Division to the Administration and Operations Division to finalize the imaging project in the Zoning Division and begin imaging critical records throughout the department. (FY 05-06, 06-07)
- Complete the re-write of the County's Zoning Code. (FY 05-06)
- Continue the technological improvements for the Geomatics and Records Services to include maps on the web. (FY 05-06, 06-07)
- Continue production and sale of GIS maps. (FY 05-06)
- Review staffing levels, distribution of work, in Zoning Plans Processing Section to ensure consistent and timely review of permit applications in accordance with county resolutions and policies. (FY 05-06, 06-07)
- Complete processing of Zoning Hearing Applications received. (FY 05-06, 06-07)
- Respond to zoning inspection requests within 48 hours. (FY 05-06)
- Complete assessment and collection of impact fee applications within 24 hours. (FY 05-06, 06-07)
- Hire consultant to create the scope of work along with in-house staff for the development of the Zoning History Layer. Plan and work with outside vendors as potential contractors for work to ensure feasibility of completion. (FY 05-06, 06-07)
- Complete bid process with Procurement Management Department and Building Department for tracking system. (FY 05-06)
- Complete a "Sign Manual" for the purpose of facilitating the interpretation of the sign regulations in Chapter 33 of the Miami-Dade County Code. (FY 05-06)
- Develop "Specialty Use Zoning Brochure" to facilitate zoning information for users such as, but not limited to, nurseries, group homes, religious facilities, home office, private schools and community residential homes (FY 05-06, 06-07).
- Continue the Department's recognition programs, i.e., Pickle and Employee of the Quarter. (FY 05-06, 06-07)
- Complete "A Citizen's Guide to Zoning in Miami-Dade County". (FY 05-06)
- Complete Inclusionary Housing Development Initiatives by drafting and implementing ordinances and procedures for workforce housing development program. (FY 05-06, 06-07)

Insert summary of significant factors critical to the Department's successful implementation of the business plan.

A continued concern that the department has is the ability to hire qualified and experienced planning staff. This has been a constant challenge facing the department for over many years. A high turnover rate due to planning staff being attracted to more lucrative positions in private practice, coupled with staff in significant positions reaching retirement opportunities, makes timely recruitment and flexible salary ranges even more important for planning position vacancies.

Department continues to implement the major component of the Business Plan: Administration and Maintenance of Comprehensive Development of Master Plan and developing Area Plans through the charette process to create compact, walkable, mixed-use, sustainable neighborhoods. The most significant factor affecting successful implementation of the business plan is related to unfunded mandates, special projects and submission for departmental review and action of additional projects for developments that are of regional significance. Three development proposals with regional impacts have been filed and are in different levels of review and they are over and above the normal anticipated workload contemplated in the business plan. Unplanned special projects continue to demand significant levels of staff time and other resources.

The County has a number of unique challenges such as environmental issues, retention of agricultural land, economic development and rapid growth, all of which require a proactive approach to deal with them effectively and to deliver excellence or a superior level of performance. With additional resources made available through 05-06's approved budget, the department hopes to make significant progress towards that goal.

INTRODUCTION

Department Purpose/Mission Statement

To promote a high quality of life for current and future residents of Miami-Dade County through the exercise of sound planning and zoning by administering and enforcing the Comprehensive Development Master Plan, the Zoning Code, and other development regulations in an efficient, effective, and professional manner.

Department Description

Insert a brief description of the major duties, services and programs currently provided by the Department; a brief history of significant events affecting the department; current innovative programs and initiatives, and new services or programs anticipated for the next fiscal year; discussion of major contracted operations (if any).

The responsibilities of the Department of Planning and Zoning are to prepare and maintain the CDMP and unincorporated area plans, prepare population projections, demographics and growth alternatives for the County, administer the zoning and landscaping regulations for unincorporated Miami-Dade County and for those municipalities that have entered into service agreements with the County, prepare zoning recommendations, coordinate all concurrency management related activities, process public hearing applications, review development plans and plats for compliance with zoning regulations, conduct zoning inspections, issue certificates of use, administer impact fee programs, administer the Shoreline Development Review program and provide technical support to Community Councils and the Board of County Commissioners.

The approved overage position in FY 03-04 for a Landscape Reviewer has eliminated the backlog that was generated because the Department had only one (1) individual performing such a task and the workload justified at least one additional position to keep the flow of permits running smoothly. The Department initiated the Pre- Purchase Inspection program in FY 03-04. This program is conducted pursuant to requests from the public to assure that residential properties comply with zoning code requirements prior to purchase. This program is welcomed by citizen groups and realtors. The Department continues to monitor the success of the program and has considered offering this service to municipalities that utilize Miami-Dade County's zoning code. If the program is successful to the extent that it is expanded to municipalities or to non-residential properties, the Department will require additional personnel to perform the service. As this program is under the Zoning Division, the cost of the service is offset by revenue from this program or other zoning services.

Department Description Continued

The Planning Division continues to improve the methodology to make countywide land depletion projections as current as possible. Pace and pattern of development and redevelopment in the County is continuously monitored, as this knowledge is critical for planning purposes. The two main sources for this type of information are the Property Appraiser files and the land use database, as updated. A common drawback with both is one of timing since there is about a one-year lag in the date of the files. In order to supplement these sources, over the past several months staff have been working with data from the impact fee payment process. A preliminary working system has been put in place and over the next few months, this system should be refined and will take its place as another, and more timely method of tracking development.

Adoption of Naranja, Goulds and Princeton Community Urban Center Ordinances and subsequent rezoning of these areas are great steps forward in creating walk-able, compact, transit-oriented, mixed use and mixed income communities.

New Programs and Services

For FY 2004-2005, the department was approved to hire a Legislative Coordinator that will ensure compliance with mandates relating to School Board interlocal agreements, municipal charettes, annexation and incorporation requests, lobbying regulations and increased customer service. Additionally, this position will deal in a proactive manner to regional land use, inter-governmental coordination on significant federal and state legislative proposals that impact growth management issues pertaining to exemptions from permitting requirements and preservation of agriculture, etc. and will be active in the grant process.

Organization and Staffing Issues

Insert functional table of organization here showing reporting relationships; brief, bulleted descriptions of the major programs/functions performed by each area; as well as staffing and expenditures for the prior and current year for each year.

Next Page

Insert discussion of major programs and changes in staffing levels and organization from the prior year focused on the performance impacts of these changes.

With the establishment of the new Legislative Coordinator approved for FY 04-05 under the Legal Counsel, the Department plans to ensure compliance with mandates relating to School Board interlocal agreements, municipal charettes, annexation and incorporation requests, lobbying regulations and increased customer service. This position will coordinate intergovernmentally and countywide, on significant federal and state legislative proposals that impact growth management land use issues, exemptions from permitting requirements and preservation of agriculture, etc. Additionally, this position will assist in the duties of the grants coordinator by researching, applying for and implementing possible grants for which the department may be eligible.

New positions approved for Planning Division will allow the Division to provide the additional staffing level to increase involvement with the School Board, the ability to provide additional Transportation Analysis and to assign staff to review and process the Development of Regional Impact Applications and the associated CDMP amendments.

[illegible]

Revenues and Expenditures by Fund

(All Dollars in Thousands)

***Pending receipt of FAMIS reports showing actuals for November.**

	Total Annual Budget		
	Prior FY 2005 Actual	Current FY 2006 Budget	Projection as of 11/30/05*
Revenues			
Planning	6,786	5,270	
Zoning	16,457	15,525	
Impact Fee	6,124	5,324	
Total	29,367	26,119	
Expenses			
Administration	3,275	4,004	
Planning	3,355	4,280	
Zoning	6,399	12,511	
Impact Fee	2,022	5,324	
Total	15,051	26,119	

Equity in pooled cash (for proprietary funds only)

Fund/Subfund	Prior FY 2005 Beginning Year Actual	Prior FY 2005 Year-end Actual	Current FY 2006 Year-end Budget
Fund 30	8,829	10,191	8,052
Fund 349	3,843	4,125	2,545
Total	12,672	14,316	10,597

Insert discussion of major funding sources, major variances in revenues and expenditures from prior years, and significant in-kind services here focused on performance impacts

The Department of Planning and Zoning is funded by general fund revenues and proprietary funds derived from user fees and grants. The department, since it was created, has always ended the fiscal year with a contingency surplus.

Business Environment

Insert summary of department business environment here, including competition analysis if applicable

Various activity levels associated with the Department's primary responsibilities (building permit, collection of impact fees, zoning improvement permit, certificate of use, zoning hearing applications, CDMP applications, area planning) support the conclusion that conditions have not yet demonstrated a reduction in workload for the Department. Revenues remain constant. As the general economy, (particularly as it relates to low interest rates, unparallel construction activity and anticipated residential demand), remains optimistic for the general public, the activity of the department continues in a positive light.

The County is at a crossroad. The future prosperity and the sustainability of the County will greatly depend on how we deal with the challenges of balancing several diverse objectives that the County faces. Responding to growth pressures, housing needs, protecting water quality, preventing environmental degradation, providing for adequate infrastructure, reducing school overcrowding are some of the issues the Department is currently addressing.

Several on-going projects will impact County policies in the future. Any adopted recommendations of the Agricultural and Rural Land Study and the South Miami-Dade Watershed Study will greatly impact current policies related to growth and physical development. Recommendations may range from retaining certain areas of Miami-Dade County for agricultural use while "opening up" other areas of the County for urban development. A number of studies are underway to help the County staff to develop an overall comprehensive plan for managing growth within the next 18 months.

Federal and State policies and regulations, as well as court decisions related to land use continue to change the Department's current policies and regulations. The continued activity of the State Legislature to consider the preemption of local land use regulations of certain types of development typically removes the public participation component of these land use activities and impacts the Department's ability to review these types of land uses on a case-by-case basis.

Business Environment Continued

The Zoning Division finds that it is no longer feasible to provide zoning services on a permanent basis to new municipalities. The Zoning Division will continue to provide interim zoning services to new municipalities pursuant to an Interlocal Agreement as it has done so in the past. Unlike the Florida Building Code that provides uniform building regulations across all of Miami-Dade County including municipalities, the zoning codes differ between those applicable to the unincorporated areas of Miami-Dade County and from one municipality to the next. The disparity in zoning codes is due to the fact that the different municipalities are quick to adopt their own unique set of zoning regulations and to continually amend such codes to suit their particular community needs and strategic plans. All of the new municipalities have hired their own staff to administer and interpret their zoning regulations, develop their own staff reports, and conduct their own public hearings. Additionally, past experience has demonstrated that it is impractical, given current staffing levels, to coordinate with the various municipalities and to administer multiple codes and regulations, while, at the same time, continue to provide the optimum zoning services to the unincorporated areas of Miami-Dade County. Furthermore, communications from municipalities has not, in many instances, been timely to provide county staff with code amendments and zoning public hearing resolutions adopted by the various municipalities, which results in outdated information being provided to municipal constituents. Moreover, the Department of Planning and Zoning believes that political interests of municipalities are best satisfied by municipal staff.

The continued incorporation of the unincorporated areas of Miami-Dade County continues to pose a threat to the Department's revenue streams, staffing levels, and services levels, particularly as this issue pertains to the Zoning Division which is proprietary. While the Department expects that the aforementioned effects of incorporation will be somewhat offset by the realization of new infill development opportunities such as those in the Community Urban Centers along transit corridors, the Department continues to monitor zoning related permit and public hearing type application activity levels in the remaining unincorporated areas and determining the adjustments necessary to maintain desired service levels.

Customer Feedback Plan

Insert a summary of your Department's Customer Feedback Plan for the current fiscal year and future fiscal year. Include customer groups you intend to get feedback from, the purpose of each effort, intended implementation of results, and tentative project completion dates.

The Department continues to enjoy a positive working relationship with members of the development industry and community leaders. The Process Improvement Study conducted two years ago has resulted in the streamlining of several processes to provide a more "applicant friendly" environment. The Department continues to look at all processes for such improvement. The Department's leadership role in preparing and implementing Area Plans for specific communities has created a true partnership and a positive image among citizens.

The Zoning Division continues to work with other County departments and agencies and representatives of the development industry to streamline the zoning hearing process. DP&Z staff and other members of the working group agree there is additional room for improvement to the process. Certain departments involved in the process are looking at current staffing levels to gauge their abilities to improve upon their review response times. DP&Z staff and the members of the working group meet on a monthly basis to work out the issues. Progress is being made.

The DP&Z continues to maintain a good relationship and open communication with the industry in developing a process for the benefit of its applicants, the general public, county staff and the zoning boards.

Goals of the streamlining:

- Better management of the applicant's revisions to a file
- "Close" the file at a specific period to allow the public to have access to a completed file (with ongoing revisions to a file, the general public could not previously rely that a file viewed one day wouldn't be revised the next day)
- Allow adequate time for evaluators to finalize a recommendation to the zoning board
- Allow adequate time for the County Attorney's Office to review the staff report and the file for legal sufficiency
- Reduce the number of deferral requests at zoning board meetings (accomplished through applicant formal acknowledgement of advertisement and department recommendations)

Customer Feedback Plan Continued

The Department of Planning and Zoning continues to respond to the concerns expressed by the building industry representatives during various meetings and workshops. In this regard the Department acknowledges the need to improve its lines of communication between staff at the downtown office and staff located at the Herbert S. Saffir Permitting and Inspection Center (the PIC), specifically, providing needed documents to the PIC staff in an expedient manner. The Department is aware of the importance of having strong communication lines and has initiated several process improvements to provide better service, as follows:

- All DP&Z supervisors' computers have been enhanced with video-teleconferencing capabilities so that staff of the PIC can have meetings with senior management without having to travel downtown. This system also comes with a camera that allows staff to review and discuss building permit plans without having to forward the hard copy plans downtown. This provides the customer with immediate feedback in those instances where code interpretations need to be made by more senior zoning administrators located downtown.
- DP&Z created and filled the Zoning Permitting Division Chief position to act as a liaison and troubleshoot for the Department. If a problem arises at the PIC, the customer can contact or meet with the Chief (office on the PIC 2nd floor) to resolve a particular problem.
- The DP&Z Director and senior staff meets with industry representatives on a near monthly basis to discuss code interpretations, building trends, process improvements and other issues that pertain to the zoning code and the permitting process.
- Zoning Permitting staff (Certificates of Use) was being cross-trained on various zoning regulations to improve efficiency in responding to the hundreds of inquiries made each week. Zoning Information services have been added to serve customers at the PIC.
- The topic of Entrance Feature (guardhouses, ingress-egress control mechanisms, and development identification and decorative structures) applications and the time it takes the approved plan to be sent to the staff of the PIC after approval by the Plat Committee has been raised by industry at a workshop. The Department has worked with the Public Works Department to identify the reasons why copies of approved Entrance Feature plans were not readily available to PIC including the time it took to get official sign-offs from the various departments involved in the Entrance Feature approval process. In August 2005, the DP&Z Customer Services Section created a program for the Public Works Department whereby the required signatures could be obtained electronically. The staff at the PIC now has access to entrance feature plans once they are scanned.

- DP&Z is committed to the County's commitment of "Delivering Excellence Every Day." All staff members have been trained on providing quality customer service and are reminded to do so during the course of their job duties each day.
- The DP&Z Legal Advisor's Section has begun to scan the zoning resolutions once they are transmitted to the Clerk's Office rather than having them sent to another section within the Department to be scanned. This will give staff and customers much quicker access to zoning resolutions that, in turn, will allow staff to complete their reviews of the plans without having to issue a disposition of denial because zoning hearing information is not available.
- All zoning hearing plans and documents are now being scanned within the Department instead of sending the hearing file to an outside vendor. This has reduced the time that it takes to have access to the approved hearing plan by two days.
- On July 1, 2005 the DP&Z launched an added service that greatly assists the customer as well as the general public. This new service allows customers and interested citizens to log onto the Internet for access to the millions of records relating to the zoning history of all properties and to learn the progress of active zoning hearing applications, entrance feature files, administrative adjustments, and administrative site plan reviews. Zoning maps are also available for viewing online and printing. This access will keep the design professionals and general public well informed of appeal periods and provide resolution history, conditions of approval and approved hearing plans and general zoning information. Such computer access to these records assists the design professional preparing plans for permit that are in compliance with hearing approvals, thereby reducing building permit application rejection rates.

The DP&Z is developing other improvements as follows:

Creation of a new disposition entry that would notify the customer that the plans have not been rejected by Zoning, but are pending an approval until zoning hearing documentation is provided or obtained. Currently, staff can only enter an A for approval, D for denial, or N for not applicable. The DP&Z is suggesting a new entry such as P for "pending" that lets the customer know that Zoning can only complete the review upon expiration of the appeal period. The customer can either take the plans back to Zoning once all other reviews are completed or a procedure in the system can be created that triggers the Building Department Plans Tracking office to return the plans to Zoning before customer pickup. This creation of a new "P" disposition entry will streamline the permitting process by keeping the plans in the permitting system and allow Zoning to complete the review once the appeal period has expired (and no appeal has been received). Discussions between DP&Z, ETSD and the Building Department are on going on this initiative; feasibility, price and implementation date are yet to be determined.

Removal of the glass windows from the customer counter was recently completed so that the communication between our customers and staff can be easily heard and comprehended. The new access presents a friendlier atmosphere between the customer and staff.

Zoning workshops for the industry and the general public are being planned. This will allow the dissemination to design professionals on code interpretations, zoning regulations, new ordinances, changes in policy, appropriate components of a zoning legend and other technical aspects of a plan review. The spring of 2006 is the target date for the first of these workshops.

Additionally, the industry questioned whether fees were being used to improve inadequate staffing or improvements within the permitting process. The DP&Z uses all fees generated by permits and plan reviews toward staffing of the Permitting and Inspection Center (PIC) and for the improvements of technology that can help staff perform its plan review or inspection process in a more efficient manner.

The DP&Z has expanded payment options at the PIC and now accepts all forms of payment.

Critical Success Factors

Insert discussion of critical success factors here

The ability to hire qualified and experienced planning staff is critical to the success of the department. The interest in these positions from qualified, experienced planning professionals has been low. This is a problem also experienced by other County departments that require planning expertise.

The ability to partner with all municipalities on the planning for the entirety of Miami-Dade County to assure that population growth is equitably distributed so that such growth is not predominantly within UMSA.

Education of the public and members of the Community Councils on the demands for housing, schools and public infrastructure associated with population growth and the use of urban design principles as a tool in accommodating such growth in a smart manner.

The completion of the South Dade Watershed Plan and the adoption of viable recommendations resulting from that Plan will need to be adopted by the Board of County Commissioners to fulfill the Strategic Plan's objectives relative to the annual preservation of agricultural lands and environmentally sensitive land and to provide direction to the Department on land use matters.

Approvals of Community Urban Center ordinances and subsequent rezoning of Naranja, Goulds and Princeton are a major step forward in creating walk-able, mixed-use communities as one of the significant strategies for growth management.

The adoption by the Commission of a zoning ordinance relating to the implementation of a workforce housing program through inclusionary zoning.

The adoption by the Commission of the new Zoning Code; said code incorporates sound planning principles and contemporary zoning regulations relative to smart growth.

The recently approved General Obligation Bond Program will provide limited funding for purchase of development rights to retain agricultural land and to purchase environmentally sensitive land. The transfer of development rights ordinance, currently under consideration, will also be a significant tool to meeting this objective to fulfill the Strategic Plan's objectives (preserving agricultural and environmentally sensitive lands).

Adequate resources and manpower to take a proactive posture in planning is critical in providing quality service.

Future Outlook

Insert brief discussion here of future year task/activities/programs required to achieve Strategic Plan objectives

Continued enhancement and upgrading of computer programs and systems, (including GIS mapping) will be needed to maintain and improve the efficiency and effectiveness of the department's communications with the general public and the building industry.

Additional demand from population growth will need to be monitored carefully to enable appropriate management responses and recommendations for Board of County Commissioners consideration to accommodate physical development, infrastructure demands and other changes relative to the increasing population.

The activity levels of the Department may decrease as municipalities seek to establish their own building, planning and zoning offices. The Department as a whole is committed to providing interim municipal zoning services to municipalities, however political realities are that these cities will eventually release the department from this role.

However, any decrease in workload by municipal assumption of service, may be offset by a recently observed shift in development patterns from large tracts of unimproved land to development or redevelopment of a greater number of smaller parcels of land and development opportunities within the recently adopted Community Urban Center (CUCs).

The Department foresees that as developable land becomes less readily available, more creative mechanisms to handle growth will be required. At the Department's recommendation the Board of County Commissioners has enacted numerous policies and ordinances that provide for flexibility in design, intensity along transit corridors, and the "mixing" of uses to accommodate the projected growth. It is expected however that the Department will be even more engaged in the next few years in the creation and preparation of legislation, policies and processes which provide for smart growth opportunities for these "last frontiers" of development.

THE PLAN

Overview

Our FY 2004 – 05 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide Vision communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide Mission statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".
- Our Guiding Principles communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our Strategic Themes represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed Goals across all County Departments. These goals address the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired Outcome or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing Strategies summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- Key Performance Indicators express the County's intentions from the Strategic Plan. Associated Key Performance Objectives assign measurable targets and timelines to the key performance intentions while the Performance Measure is the specific unit of measure. Departments may develop Additional Performance Objectives.
- Department Activities, Tasks or Programs are actions or groups of actions will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- Provide efficient, consistent, and appropriate growth management, urban planning, and transportation.
- Empower the community by increasing and coordination with local, state, and federal entities.
- Provide adequate, quality, and affordable housing, equitably throughout Miami-Dade County.

Supporting these themes are goals and priority outcomes critical to achieving the goals that directly relate to this department. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2005.

Department-related Strategic Plan Goals:

- *Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation*
- *Goal NU2: Empower the community by increasing the coordination with local, state, and federal entities.*
- *Goal NU6: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP).*
- *Goal HH5: Provide adequate, quality, and affordable housing, equitably throughout Miami-Dade County.*
- *Goal ES2: Enhance access to reliable information regarding services and County government issues.*

Department-related Strategic Plan Priority Outcomes:

- *NU1-1: Increased urban infill development and decreased urban sprawl*
- *NU1-2: Protection of viable agricultural and environmentally-sensitive lands*
- *NU1-3: Improved community design*
- *NU2-1: Strengthened bond between the community and Miami-Dade County government*
- *NU2-2: Improved community access to information and services*
- *NU3-3: Preservation of wetlands and environmentally valuable uplands*
- *NU6-1: Improved neighborhood roadways, sidewalks, drainage, and reduced flooding*
- *NU6-4: Integrated traffic calming in neighborhoods*
- *NU6-5: Safe, comfortable, and convenient pedestrian rights-of-way*
- *ES1-2: Conveniently accessed and easy-to-use services*
- *ES2-1: Easily accessible information regarding County services and programs*
- *HH5-1: Increased availability of affordable and special needs housing*